



Economic Growth Region # 8 : _____

Strategic Skills Initiative Research and ID Grant
Cover Sheet

1. Funding Request			
Requested: \$ 306,946		Start Date: 06/15/05	End Date: 03/17/06
2. Designated Grantee			
Organization Name: Vincennes University/SCWDS		Telephone Number: (812) 332-4496	
Address: 417 S. Landmark Avenue		Fax Number: (812) 332-4509	
Address:		Email Address: corcoranjfc@msn.com	
City: Bloomington	State: IN	Zip + 4: 47403	
County: Monroe	FEIN: 35-6004137		
3. Contact Person			
X Mr. <input type="checkbox"/> Ms. <input type="checkbox"/> Dr. <input type="checkbox"/> Other	First Name: John	Last Name: Corcoran	
	Title: Core Agent	Telephone Number: (812) 332-4496	
Address: 417 S. Landmark Avenue		Fax Number: (812) 332-4509	
Address:		Email Address: corcoranjfc@msn.com	
City: Bloomington	State: IN	Zip + 4: 47403	
Lead Team Members			
Member Name:	Industry Name:	Title:	Signature:
Judy Gray	Orange County Economic Development Partnership	Executive Director	<i>Judy Gray</i>
Ron Arnold	Daviess County Economic Development Corp.	Director	<i>Ron Arnold</i>
Richard Rampley	Department of Workforce Development	Program Director	<i>Richard Rampley</i>
Steve Bryant	Bloomington Life Sciences Partnership	Director	<i>Steve Bryant</i>
Chuck Martindale	Hoosier Energy	Manager, Member and Key Accounts	<i>Chuck Martindale</i>
Bruce Wade	Bloomington Hospital	Human Resources Director	<i>B. Wade</i>
Brenda McLane	Ivy Tech Community College - Bloomington	Corporate and Continuing Education Director	<i>Brenda McLane</i>

Economic Growth Region # 8 : _____

Strategic Skills Initiative Research & ID Grant

Line Item Budget Request

ITEM	AMOUNT REQUESTED
1. Staff Costs	\$147,000
2. Consultant Assistance	\$ 23,404
3. Travel Expenses	\$ 1,000
4. Other Expenses	\$135,542
TOTAL REQUEST	\$306,946

1 **Staff Costs:** Prorated wages and benefit costs for that portion of time staff actively work on the project. Staff time charged to the project must be documented (i.e. time sheets).

2 **Consultant Assistance:** Costs for consultants assisting with the project. Include both consultant fees and expenses here. Please note that contracts for consultant services must meet all applicable state and local procurement requirements

3 **Travel Expenses:** Transportation (i.e. mileage), lodging, and meals (or Per Diem) costs for staff and other personnel (excluding consultants) participating in the project.

4 **Other Expenses:** Include costs such as: meeting room costs; purchase of data, reports, and materials; data processing fees; and printing expenses.

***NOTICE:** Attach a detailed justification for all requested costs by line item. The justification must explain what is being requested in relation to the work statement, as well as the “reasonableness” of the amount being requested – this is a critical piece that must be well developed in order for the state to determine final funding levels.

**Economic Growth Region 8
Strategic Skills Initiative
Research and Identification Grant Application**

Background

This Grant Application is being submitted to the State of Indiana, Department of WorkForce Development for the purpose of obtaining the funds to effectively implement the State of Indiana, Strategic Skills Initiative in Economic Growth Region 8.

Economic Growth Region 8 is a *new* state-designated geographic region containing eight south central Indiana counties. These counties are: Brown, Daviess, Greene, Lawrence, Martin, Monroe, Orange and Owen. This new Region is comprised of counties from the current South Central, Shawnee Trace and Southern Seven Workforce Service Areas. The Indiana Economic Growth Regions will be operational beginning July 1, 2006 replacing the current workforce service areas.

The Department of Workforce Development appointed John F. Corcoran Core Agent for the Region 8 Strategic Skills Initiative on June 15, 2005. Mr. Corcoran serves as the contracted South Central Indiana Workforce Investment Board, Inc. Director. As the SCIWIB Director, Mr. Corcoran is staff to the Board responsible for policy development, system building, strategic planning, member support, external relations, procurement, contracting and monitoring fiscal systems and program performance. He is co-founder of Corcoran & Wishart LLC. Corcoran & Wishart LLC have provided financial, compliance and consulting services to the Employment and Training community since 1983.

Consortium Formation and Qualifications

The first meeting of the Region 8 Strategic Skills Initiative Consortia was held at the Bedford WorkOne on July 12, 2005. At the meeting key representatives of Local Economic Development Officials, Chambers of Commerce, industry, education, labor and service providers discussed the SSI objectives, timetable, reports and funding.

Region 8 SSI Consortia

Sam Allison, Director Lawrence County Growth Council
Carol Maloney, Greater Bloomington Chamber of Commerce
Bobby Minton, VP LIUNA #741
Adele Bowden-Purlee, Director Bedford Chamber of Commerce
Terri Evans, Manchester Tank, Bedford
Stacey Cooley, Asst. Director Owen County Chamber of Commerce/EDC
Chuck Martindale, Manager, Member & Key Accounts, Hoosier Energy

Jo Arthur, Director, Southern Indiana Development Commission
Judy Gray, Director, Orange County Economic Development Partnership
Steve Johnson, Paoli, Inc.
Linda Williamson, Director, Bloomington Economic Development Corp.
Richard Rampley, Program Director DWD, WorkOne Bloomington
Shannon Laurent, Director, South Central Workforce Development/VU
Steve Gault, Manager, WorkOne Bedford
Brenda McLane, Corp. & Cont. Ed. Director, Ivy Tech Com. College Bloomington
Darrell W. White, HR Director Boston Scientific, Spencer
Steve Bryant, Director, Bloomington Life Sciences Partnership
Bruce Wade, HR Director Bloomington Hospital
Gary L. Shelley, Project Manager, Cinergy
Ron Arnold, Director, Daviess County Economic Development Corp.
Charles Dibble, Director Greene County Economic Development Corp.

The large Consortia membership may fluctuate somewhat due to conflicting schedules. Individuals that may participate in future meetings are:

Keith Schnulle, HR Director, French Lick Springs Resort and Spa
Ed Epping, Lehigh Cement Company, Mitchell
Mike Gentile, S.I.B.A, Inc.
Theresa Anderson, President Brown County Convention & Visitors Bureau
David R. Cox, Strategic Development Group
Mark Keillor, Strategic Development Group
Michael M. Sample, VP University Relations, Indiana University
Dan Peterson, VP Industry & Government Affairs Cook Group Incorporated
Linda Trefry, Director, Owen County Chamber of Commerce/EDC

An Executive Committee was selected at the July 12 meeting of the full Consortia. The Executive Committee met on July 26 to review this SSI Grant Application. The signatures of the Executive Committee are included in this application.

Region 8 SSI Executive Committee

Judy Gray, Orange County Economic Development Partnership
Chuck Martindale, Hoosier Energy
Steve Bryant, Bloomington Life Science Partnership
Richard Rampley, DWD
Ron Arnold, Daviess County Economic Development Corp.
Bruce Wade, Bloomington Hospital
Brenda McLane, Ivy Tech Community College, Bloomington

Work Statement

We understand the purpose of the Strategic Skills Initiative. EGR 8 has unique economic strengths and skill shortage weaknesses. Our Regional Strategic

Skills Initiative will identify those shortages, the root causes of the shortages and the measurable, practical solutions designed to address the root causes. We will raise the bar and the skill levels of workers in Region 8 through this initiative. We understand that if we do our part to encourage the development of skills for personal growth for Hoosiers in our Region, the local economy will grow and so will Indiana. Economic development and workforce development are each sides of the same coin.

The keys to success are accurate identification of the skill shortages, accurate identification of the root causes for those shortages and finally devising practical, measurable and realistic solutions to the root causes. We believe our plan will do just that. A careful review of the planning activities and schedule we have included in this Grant Application will demonstrate the depth and scope of our understanding.

We have reviewed the DWD “Request for Application” for the Strategic Skills Initiative in detail and we are planning our Regional effort to match the RFA specifications. On page 5 of the RFA, DWD states: “The Strategic Skills Initiative aims to achieve two primary goals:”

1. “Identify and alleviate present and future shortages of critical occupations and specific cross-cutting skill sets within the industries that drive Indiana’s economy, and,
2. Instill a lasting, demand driven approach to workforce development at the regional and local levels.”

Through the rigorous application of Strategic Skills Initiative specified techniques by seasoned staff, active participation of consortia members and key industry experts from the local communities we will identify the present and future skill shortages of critical occupations mentioned in item one above.

Staffing

To instill a “lasting, demand driven approach to workforce development” the Core Agent has planned to utilize 1,600 hours of Corcoran & Wishart staff for this project. This will entail expanding the staff of Corcoran & Wishart by one Associate. This total effort represents a significant expansion commitment for Corcoran & Wishart LLC. To supplement the Initiative, two staff (The Director and Deputy Director) employed by South Central Workforce Development (a division of Vincennes University) will be utilized.

We will competitively solicit for partner organizations that represent industry segments with skill shortages identified as a result of the skill shortages report. These partners will assist with the work necessary to identify root causes and assist in the formulation of the solutions.

Our plan does not just institutionalize the Strategic Skills Initiative demand-driven approach at the current Core Agent/WIB Director and WIA service provider levels. Our plan envisions the competitive solicitation and funding of entities that represent the industries that are experiencing skill shortages that we identify in the Research and Identification Phase.

The Core Agent, assisted by Vincennes University staff and local DWD staff Richard Rampley, Steve Gault and Nancy Karazsia will be responsible for the coordination and execution of the analysis required for production of the Occupation and Skill Shortages Report. Local DWD staff will be one more key to success for the Region 8 SSI because of their familiarity with Labor Market Information and local employers. Once the Occupation and Skill Shortage report is completed it will be time to explore in depth, the Root Causes for the shortages. At that point, we will know which occupations, or industry clusters are experiencing skill shortages.

Skill Shortage Industry Clusters and Competitive Solicitation

The Occupation and Skill Shortages Report may tell us, as an example, that the life sciences and/or advanced manufacturing sectors are experiencing significant growth in our Region with attendant occupational skill shortages. We will then solicit on a competitive basis for local entities to assist the Core Agent with the development of the Root Cause report and the Solutions Report. Entities that we fund must be engaged in the local economy, they must represent the industry sector experiencing skill shortages, they must agree to participate in the Workforce Associates, Inc. webinars and technical assistance sessions as well as any other DWD or Core Agent sponsored Strategic Skills Initiative activities. These entities must also agree to conduct the necessary research and assist with the identification of root causes and solutions in all eight counties of the region for the specific sector they represent. These contractors will become our funded partners. They will learn the Strategic Skills Initiative techniques and process. The contractors will have activities and deliverables specified in their contracts that are completely congruent with the DWD Strategic Skills Initiative RFA.

We anticipate that we may fund approximately four to six entities that represent the sectors or industries that are experiencing skill shortages. We will build the SSI capability and skills of staff of these local industry representative organizations. We have budgeted \$125,000 for this effort and plan to fund respondents at the level of approximately \$20,000 to \$35,000 each depending on proposal responses and subsequent negotiations. If the Executive Committee determines that responses received for any of the industry sectors are not sufficient to receive funds or if no responses are received for an industry sector, the necessary work will be performed by Corcoran and Wishart and VU staff.

These contractors will not supplant the responsibility of the Core Agent to deliver the three reports to DWD. Rather, the contractors will learn the process and supplement the efforts of the Core Agent. The Consortia will review the contributions of the Core Agent and the contractors and the Core Agent will produce and deliver all SSI products to DWD.

The Core Agent, Vincennes University staff, DWD Local Staff and the skill-shortage industry representative contractors will institutionalize the demand driven SSI techniques. Dispersing the knowledge of how this process works from the beginning, rather than centralizing it at the level of the Core Agent guarantees the institutionalization of this demand driven approach at the community level. We will utilize the expertise and knowledge of those in the key segments of the Regional economy that are experiencing skill shortages.

Conclusion

The Strategic Skills Initiative and the State WIA Plan challenge us but we are also encouraged that DWD has mapped the road ahead so well. We are pleased with the professional assistance available from Workforce Associates, Inc. and plan to utilize their assistance and expertise. Our Region 8 SSI approach will achieve these results:

1. Expand the capabilities of the Core Agent through additional staff
2. Institutionalize the SSI demand driven approach for regional industry representative organizations.
3. Generate accurate skill shortage occupations and industry cluster information
4. Through Region-wide participation, create a consensus of what the root causes of the shortages are and,
5. By involving regional entities, local industry leaders, labor and service providers in the process we will identify practical solutions to address the root causes.

Project Personnel

John F. Corcoran, Core Agent – 800 hours dedicated to SSI. Mr. Corcoran is co-founder of Corcoran & Wishart LLC. He has been continuously engaged with the employment and training community in various capacities in Indiana since 1977. John is the WIB Director in the South Central Workforce Service Area.

Associate, Corcoran & Wishart LLC – 800 hours. This person is to be recruited. The individual will have at least ten years experience with employment and training program administration and planning. This associate will hold at least a Bachelors degree in a related field. This individual will begin as soon as possible after approval of the SSI budget by DWD.

Shannon Laurent, Director, Vincennes University South Central Workforce Development Services – 600 hours. Shannon has eighteen years of experience in South Central delivering employment and training services under JTPA, WIA, Wagner-Peyser and various other special grant programs. She currently oversees the delivery of WIA Adult, Dislocated Worker, Youth and IMPACT services in the six County South Central Areas.

Tina Judd, Deputy Director, Vincennes University South Central Workforce Development Services – 400 hours. Tina has been involved in South Central workforce programs dating back to the mid 1970s. Her responsibilities have included supervision of the delivery of services under CETA, JTPA and WIA. She is a recognized expert in participant management information systems in Indiana.

Grant Receiving Organization

Vincennes University is the designated Grant Receiving Organization. The University is the current WIA Fiscal Agent for South Central and Shawnee Trace Workforce Service Areas. Vincennes University has never had a questioned or disallowed cost in over 20 years of administering federal employment and training funds. The most recent audit of WIA funds administered by the University has been resolved with no findings or questioned costs. The Core Agent designated Vincennes University because they are the current fiscal agent for all WIA funds. These SSI funds will be controlled and accounted for in the same manner as other DWD grants. Contact information follows.

Ms. Nancy A. Begle
Director of Fiscal
Vincennes University/Central Fiscal
PO Box 629
Jasper, IN 47547-0629
812-482-5666
Fax: 812-491-2403
Email: nbegle@vinu.edu

Budget Narrative

1. Staff Costs

\$88,000 is budgeted for Corcoran & Wishart LLC. This fixed fee is based upon our estimate of 800 hours for two staff at \$ 55 per hour (1,600 hours X \$55 = \$88,000). This includes the time spent by the Core Agent and a to-be-determined Associate. This hourly rate is significantly discounted from the regular rate of \$110 per hour. We provide this discount because of the volume of work required by the Region 8 SSI. This fee will be billed

in equal installments over the period of work to be performed. Fees for the Associate will not be billed until that Associate is on board and dedicated to the SSI project. Corcoran & Wishart LLC is the competitively procured, contracted staff to the South Central Indiana Workforce Investment Board. Corcoran & Wishart LLC will contract with Vincennes University for the Region 8 SSI development and delivery of the Occupational Skill Shortage Report, Root Cause Report and Solutions Report. Since DWD appointed John Corcoran the Core Agent for Region 8, this contract will be sole sourced. Approval of this SSI grant application constitutes compliance with prior approval requirements of DWD policy 2003-24 issued 2/2/04.

\$45,000 is budgeted for the Vincennes University/SCWDS Director and Deputy Director time estimate of 1,000 total hours at an estimated rate of \$45 per hour. This rate includes the cost of salaries and fringe benefits. These costs will be billed on a cost-reimbursement basis.

\$14,000 is budgeted for the Vincennes University Fiscal Agent (Grant Receiving Organization.) This estimated amount will cover the cost of staff time for accounting, reporting, communications, facilities, equipment, supplies and other costs associated with the administration of this grant. These costs will be billed on a cost-reimbursement basis.

2. Consultant Assistance

\$9,950 is budgeted for the technical assistance available from WorkForce Associates, Inc. We are excited about the opportunity to learn from these professionals and consider the services offered to be a significant value added component to the Region 8 SSI.

\$13,454 is budgeted for the employer survey being conducted by ERISS Corporation.

These contractors have been procured by the Department of Workforce Development to provide services to the Economic Growth Region 8 Strategic Skills Initiative.

3. Travel Expenses

\$1,000 is budgeted for VU staff travel. This travel will be billed at the approved rates for Vincennes University.

Corcoran & Wishart LLC do not bill travel expenses separately. These expenses are included as part of the hourly rate. If Corcoran & Wishart LLC are required to travel out of the State of Indiana then the actual cost

of such travel would be billed as a separate expense to the "Other Costs" line item. We do not anticipate the necessity of out of State travel.

4. Other Expenses

\$125,000 is budgeted for competitive contracts with industry sector representative organizations. We estimate that approximately four to six entities will receive \$20,000 to \$35,000 each for the cost of participating in the generation of the Root Causes and Solutions Reports. Their contracts will defray their costs for staff time and associated expenses such as travel and overhead spent conducting surveys, analysis of data, focus groups, employer visits etc. These contracts will be billed on a negotiated, fixed fee basis. The contracts will be managed by Corcoran & Wishart on a performance basis. Contractors that fail to perform according to contract specifications may not be paid or may be paid a reduced amount.

\$7,000 is budgeted for miscellaneous costs including mailings, meetings, printing and other costs directly associated with the SSI project. These costs will be billed on a cost-reimbursement basis.

Costs Incurred Since 6/15/05

\$ 297.00 Meeting Expenses for 7/12/05 Region 8 SSI Consortia

\$ 3,245.00 John F. Corcoran, Core Agent, 59 Hours, Organizing,
Planning, Meeting re: SSI from 6/15/05 to 7/29/05. 59 hrs X
\$55 = \$3,245

\$3,542 Total Costs incurred since 6/15/05

Total Grant Request \$ 306,946



Attachment 16

Strategic Skills Initiative EGR # 8: Occupational and Skills Shortage Report Planning Activities and Schedule

Note: The estimated work hours below reflect the total number of hours spent by all entities involved in a particular activity.

Project Activity 1: Review and analyze primary and secondary data (ERISS, IBRC, DWD, BLS, census, LEDO's etc.) to determine critical industries.	Timeline: 9/6/05 – 9/16/05	Staff Responsible & Agency: Corcoran & Wishart VU Local DWD staff	Effort/Work Hours: 160	Product Produced (if applicable): A report that identifies industries and/or clusters critical to the economy of the EGR.
Project Activity 2: Conduct in-depth analysis of critical industries and clusters to identify specific occupations and skill sets.	Timeline: 9/19 – 9/30	Staff Responsible & Agency: Corcoran & Wishart VU Local DWD staff	Effort/Work Hours: 160	Product Produced (if applicable): A report that identifies the specific occupations and skill sets that are critical to the success of key industries.
Project Activity 3: Conduct Executive Team meeting.	Timeline: Week of 9/19	Staff Responsible & Agency: Corcoran & Wishart VU	Effort/Work Hours: 10	Product Produced (if applicable): Discussion and input regarding the key industries and specific occupations and skill sets that have been identified.
Project Activity 4: Schedule and participate in session with Workforce Associates.	Timeline: Week of 9/19	Staff Responsible & Agency: Corcoran & Wishart VU	Effort/Work Hours: 5	Product Produced (if applicable): Discussion of progress and identification of problem areas and next steps.
Project Activity 5: Key industry and specific occupation reports disseminated to full consortium for input.	Timeline: Week of 9/26	Staff Responsible & Agency: Corcoran & Wishart	Effort/Work Hours: 4	Product Produced (if applicable): Input and feedback regarding the industries and specific occupations and skill sets identified.
Project Activity 6: Conduct in-depth analysis of critical occupations and skill sets to determine which are experiencing shortages in skilled workers.	Timeline: 9/30 – 10/7	Staff Responsible & Agency: Corcoran & Wishart VU Local DWD staff	Effort/Work Hours: 160	Product Produced (if applicable): Report of occupations and skill set shortages that also meet DWD criteria for shortage.

Project Activity 7: Conduct Executive Team meeting.	Timeline: Week of 10/3	Staff Responsible & Agency: Corcoran & Wishart VU	Effort/Work Hours: 10	Product Produced (if applicable): Review of data analysis, input and feedback from team members. Finalize list of occupational and skill set shortages.
Project Activity 8: Disseminate list of occupational and skill set shortages to full consortium.	Timeline: Week of 10/3	Staff Responsible & Agency: Corcoran & Wishart	Effort/Work Hours: 5	Product Produced (if applicable): Feedback and input from industry reps, LEDO's, etc. who participate on consortium.

**Strategic Skills Initiative EGR # 8 : Occupational and Skills Shortage
Planning Activities and Schedule - Page 2**

Project Activity 9: Schedule and participate in session with Workforce Associates.	Timeline: Week of 10/10	Staff Responsible & Agency: Corcoran & Wishart VU	Effort/Work Hours: 5	Product Produced (if applicable): Discussion of occupational and skill shortage list. Determine next steps to identify numeric shortages.
Project Activity 10: Using list of occupational and skill set shortages, develop numeric estimates of specific shortages.	Timeline: 10/7-10/14	Staff Responsible & Agency: Corcoran & Wishart VU Local DWD staff	Effort/Work Hours: 120	Product Produced (if applicable): Demand and supply side questions answered resulting in 2 and 10 year shortage projections for key occupations.
Project Activity 11: Schedule and participate in session with Workforce Associates.	Timeline: Week of 10/17	Staff Responsible & Agency: Corcoran & Wishart VU	Effort/Work Hours: 5	Product Produced (if applicable): Discussion of numeric shortages and identification of any problem areas.
Project Activity 12: Draft occupational and skills shortage report.	Timeline: Week of 10/17	Staff Responsible & Agency: Corcoran & Wishart	Effort/Work Hours: 50	Product Produced (if applicable): Draft occupational skills and shortage report completed.
Project Activity 13: Disseminate draft occupational and skills shortage report to Executive Team and full consortium.	Timeline: Week of 10/17	Staff Responsible & Agency: Corcoran & Wishart	Effort/Work Hours: 2	Product Produced (if applicable): Obtain input and feedback from members.
Project Activity 14: Conduct Executive Team meeting	Timeline: Week of 10/17	Staff Responsible & Agency: Corcoran & Wishart VU	Effort/Work Hours: 10	Product Produced (if applicable): Review of draft report, final input and comments.
Project Activity 15: Conduct full consortium meeting.	Timeline: Week of 10/24	Staff Responsible & Agency: Corcoran & Wishart VU	Effort/Work Hours: 8	Product Produced (if applicable): Final comments and input from industry reps, LEDO's, etc. on report.
Project Activity 16: Occupational and skills shortage report submitted.	Timeline: 10/31	Staff Responsible & Agency: Corcoran & Wishart	Effort/Work Hours: 30	Product Produced (if applicable): N/A

Strategic Skills Initiative EGR # 8 : Root Cause Report Planning
Activities and Schedule

Project Activity 1: RFP is drafted for local entities to assist with root cause and solutions identification.	Timeline: Week of 9/12	Staff Responsible & Agency: Corcoran & Wishart	Effort/Work Hours: 30	Product Produced (if applicable): Draft RFP is completed.
Project Activity 2: Conduct Executive Team meeting	Timeline: Week of 9/19	Staff Responsible & Agency: Corcoran & Wishart VU	Effort/Work Hours: 10	Product Produced (if applicable): Review and comment on draft RFP.
Project Activity 3: RFP Released	Timeline: Week of 9/26	Staff Responsible & Agency: Corcoran & Wishart	Effort/Work Hours: 8	Product Produced (if applicable): N/A
Project Activity 4: Proposals due to Corcoran & Wishart	Timeline: 10/10	Staff Responsible & Agency: Bidders	Effort/Work Hours: 1	Product Produced (if applicable): Proposals received for each key industry sector.
Project Activity 5: Proposals reviewed and recommendations prepared.	Timeline: Week of 10/10	Staff Responsible & Agency: Corcoran & Wishart	Effort/Work Hours: 40	Product Produced (if applicable): Funding recommendations completed.
Project Activity 6: Conduct Executive Team meeting	Timeline: Week of 10/17	Staff Responsible & Agency: Corcoran & Wishart	Effort/Work Hours: 10	Product Produced (if applicable): Funding decisions finalized.
Project Activity 7: Contractual agreements finalized.	Timeline: Week of 10/24	Staff Responsible & Agency: Corcoran & Wishart	Effort/Work Hours: 40	Product Produced (if applicable): Agreements signed.
Project Activity 8: Work by local contracted entities begins.	Timeline: 10/31	Staff Responsible & Agency: Contracted entities	Effort/Work Hours: N/A	Product Produced (if applicable): N/A

Strategic Skills Initiative EGR # 8 : Root Cause Report Planning
Activities and Schedule – Page 2

Project Activity 9: Schedule and participate in session with Workforce Associates	Timeline: Week of 11/7	Staff Responsible & Agency: Corcoran & Wishart VU Contracted entities	Effort/Work Hours: 16	Product Produced (if applicable): Discuss root cause identification process
Project Activity 10: Review primary and secondary data to identify areas where more research is needed.	Timeline: 11/7 – 11/14	Staff Responsible & Agency: Corcoran & Wishart VU Local DWD staff Contracted Entities	Effort/Work Hours: 100	Product Produced (if applicable): Contractors identify research that needs to be done within each sector to determine root causes.
Project Activity 11: Conduct focus groups, surveys, business summits, etc. to solicit input from industry reps, LEDOs, education reps, workers, etc. on root causes.	Timeline: 11/14 – 12/2	Staff Responsible & Agency: Corcoran & Wishart VU Contracted entities	Effort/Work Hours: 660	Product Produced (if applicable): Draft list of root causes for shortages in each sector provided by contractors to Corcoran & Wishart this week.
Project Activity 12: Schedule and participate in session with Workforce Associates.	Timeline: Week of 12/5	Staff Responsible & Agency: Corcoran & Wishart VU Contracted entities	Effort/Work Hours: 16	Product Produced (if applicable): Discuss root causes and identify any problem areas or additional work needed.
Project Activity 13: Conduct Executive Team meeting	Timeline: Week of 12/5	Staff Responsible & Agency: Corcoran & Wishart VU	Effort/Work Hours: 10	Product Produced (if applicable): Review and provide input on root causes identified in draft reports completed by contractors.
Project Activity 14: Disseminate draft root cause reports to full consortium.	Timeline: Week of 12/5	Staff Responsible & Agency: Corcoran & Wishart	Effort/Work Hours: 2	Product Produced (if applicable): Receive input on root causes from full consortium.
Project Activity 15: Draft root cause reports distributed to other industry leaders within each sector.	Timeline: 12/9 – 12/16	Staff Responsible & Agency: Corcoran & Wishart Contracted entities	Effort/Work Hours: 360	Product Produced (if applicable): Input obtained by contractors from industry leaders to validate root causes identified. Report on industry input due to Corcoran & Wishart on 12/16.
Project Activity 16: Create final draft of root cause report.	Timeline: 12/6 – 12/17	Staff Responsible & Agency: Corcoran & Wishart	Effort/Work Hours: 50	Product Produced (if applicable): Report drafted.

Strategic Skills Initiative EGR # 8 : Root Cause Report Planning
Activities and Schedule – Page 3

Project Activity 17: Conduct full consortium meeting.	Timeline: Week of 12/16	Staff Responsible & Agency: Corcoran & Wishart VU	Effort/Work Hours: 10	Product Produced (if applicable): Final input obtained on root cause report.
Project Activity 18: Schedule and participate in session with Workforce Associates.	Timeline: Week of 12/26	Staff Responsible & Agency: Corcoran & Wishart VU	Effort/Work Hours: 5	Product Produced (if applicable): Discuss root cause report and resolve any problem areas.
Project Activity 19: Root cause report finalized and submitted.	Timeline: 12/30	Staff Responsible & Agency: Corcoran & Wishart	Effort/Work Hours: 40	Product Produced (if applicable): N/A

Strategic Skills Initiative EGR # 8 : Solutions Report Planning
Activities and Schedule

Project Activity 1: Local contractors begin work on solutions.	Timeline: Week of 12/19	Staff Responsible & Agency: Corcoran & Wishart VU Contracted entities	Effort/Work Hours: N/A	Product Produced (if applicable): N/A
Project Activity 2: Schedule and participate in session with Workforce Associates.	Timeline: Week of 1/2	Staff Responsible & Agency: Corcoran & Wishart VU Contracted entities	Effort/Work Hours: 16	Product Produced (if applicable): Discuss best ways to proceed with identification of solutions.
Project Activity 3: Review data, best practices, and/or other models that have addressed similar issues.	Timeline: 1/2 – 1/13	Staff Responsible & Agency: Corcoran & Wishart VU Contracted entities	Effort/Work Hours: 120	Product Produced (if applicable): Identify best ways to proceed with solutions phase for each key industry sector.
Project Activity 4: Conduct focus groups, industry consultations, meet with LEDOs, training providers, educators, etc.	Timeline: 1/13 – 1/27	Staff Responsible & Agency: Contracted entities	Effort/Work Hours: 420	Product Produced (if applicable): Identify possible solutions.
Project Activity 5: Compile list of possible solutions for each industry sector.	Timeline: 1/27	Staff Responsible & Agency: Contracted entities	Effort/Work Hours: 160	Product Produced (if applicable): List of proposed solutions submitted to Corcoran & Wishart due on 1/27.
Project Activity 6: Schedule and participate in session with Workforce Associates	Timeline: Week of 1/30	Staff Responsible & Agency: Corcoran & Wishart VU Contracted entities	Effort/Work Hours: 16	Product Produced (if applicable): Discuss possible solution and identify problem areas where more work is needed.
Project Activity 7: Conduct Executive Team meeting.	Timeline: Week of 1/30	Staff Responsible & Agency: Corcoran & Wishart VU	Effort/Work Hours: 10	Product Produced (if applicable): Review and refine list of possible solutions.
Project Activity 8: Disseminate possible solutions to full consortium.	Timeline: Week of 1/30	Staff Responsible & Agency: Corcoran & Wishart	Effort/Work Hours: 2	Product Produced (if applicable): Input obtained from industry reps, LEDOs and other consortium members.

Strategic Skills Initiative EGR # 8 : Solutions Report Planning
Activities and Schedule - Page 2

Attachment 16

Project Activity 9: Forward list of solutions to industry reps and other stakeholders such as LEDOs, educators, training providers, etc.	Timeline: 2/6 – 2/17	Staff Responsible & Agency: Contracted entities	Effort/Work Hours: 100	Product Produced (if applicable): Comments solicited about feasibility and priority of solutions. Report on input received due to Corcoran & Wishart due 2/17.
Project Activity 10: Conduct Executive Team meeting.	Timeline: Week of 2/20	Staff Responsible & Agency: Corcoran & Wishart	Effort/Work Hours: 10	Product Produced (if applicable): Create final draft list of solutions.
Project Activity 11: Disseminate final draft list of solutions to full consortium.	Timeline: Week of 2/20	Staff Responsible & Agency: Corcoran & Wishart	Effort/Work Hours: 4	Product Produced (if applicable): Consortium members provide input and prepare for final planning meeting.
Project Activity 12: Schedule and participate in session with Workforce Associates.	Timeline: Week of 2/20	Staff Responsible & Agency: Corcoran & Wishart VU	Effort/Work Hours: 5	Product Produced (if applicable): Discuss solutions and identify any problems or areas where additional work is needed.
Project Activity 13: Conduct full consortium meeting.	Timeline: Week of 2/27	Staff Responsible & Agency: Corcoran & Wishart VU	Effort/Work Hours: 12	Product Produced (if applicable): Obtain final comments and set priorities and discuss implementation strategies.
Project Activity 14: Draft final report and forward to Executive Team.	Timeline: Week of 3/6	Staff Responsible & Agency: Corcoran & Wishart	Effort/Work Hours: 40	Product Produced (if applicable): Final report drafted and input obtained from Executive Team.
Project Activity 15: Conduct Executive Team meeting.	Timeline: Week of 3/13	Staff Responsible & Agency: Corcoran & Wishart VU	Effort/Work Hours: 10	Product Produced (if applicable): Final review and sign off obtained from Executive Team.
Project Activity 16: Solutions report submitted.	Timeline: 3/17	Staff Responsible & Agency: Corcoran & Wishart	Effort/Work Hours: 4	Product Produced (if applicable): N/A